

Dear Jim:

25X1A

I have read your reports to [redacted] with considerable interest and have suggested to Hal on several occasions that the technical effectiveness of your work is considerably diminished by the intemperate language which you use in these reports and the attitude which you thereby reflect.

I am certain that you stand conspicuously alone with regard to your estimate of the competence and dedication of other scientists and engineers in this field of endeavor. In contrast, it is my observation that people in this area of work are highly motivated, sincere and intelligent. The vastness of the program obviously requires the best efforts of the best people, but still requires compromise of "right" to be made in the interest of being effective.

I have been convinced for several months now that your effectiveness is seriously effected by your attitude, and since I have not observed any change in the tone of your reports can only conclude that my feelings in this area have not been conveyed to you. Please remove observations such as your part in saving the nation from financial destruction, or the fact that some people are wild men whom you can outwit from your reports. Strive to wed fact with brevity, and keep your observations and recommendations within the bounds of reasonable good taste.

I look forward to an enhancement of your influence in this important program if you can do this.

25X1A

[redacted]